Employee Voice Mechanisms and Their Implications for Employee Absenteeism in Tanzania: A Study of Dar es Salaam Manufacturing Industries

Osward Ngasu Emmanuel[1], Mangasini Katundu[2] and Richard Ibrahim Msuya[3]
[1]Department of Human Resources Management, Karume Campus,
[1]The Mwalimu Nyerere Memorial Academy, Zanzibar, Tanzania
[2]Department of Community Development and Gender, The Faculty of Co-operative and Community Development,
Moshi Co-operative University, Moshi, Tanzania
[3]Department of Co-operative Education, Kizumbi Institute of Co-operative and Business Education,
Moshi Co-operative University, Shinyanga, Tanzania
Author ***Corresponding Email:*** *oswiizol@gmail.com*
DOI: https://doi.org/10.61538/pajbm.v10i1.2082

Abstract
Employee voice contributes to a variety of outcomes in manufacturing industries worldwide. However, although this claim is often repeated in the literature, empirical research on the link between employee voice mechanisms and employee absenteeism remains scarce. This study examines how employee voice mechanisms influence employee absenteeism in Tanzanian manufacturing industries in Dar es Salaam. Survey data were collected from 126 randomly selected manufacturing industries in Dar es Salaam, Tanzania, using a cross-sectional study design. Human resource managers were the unit of observation, and manufacturing industries were the unit of analysis. Descriptive statistics and the Poisson Regression Model aided data analysis. The results show that employee voice mechanisms, such as formal surveys, suggestion boxes, joint consultative committee meetings, collective bargaining, and general meetings, have a negative and significant influence on employee absenteeism. In contrast, newsletters, intranet-shared information, and email use did not. This finding indicates that workers' attendance in manufacturing industries improves when employees have opportunities to express their problems to their employers. Therefore, manufacturing industries should use formal surveys, suggestion boxes, joint consultative committee meetings, general meetings and collective bargaining to reduce employee absenteeism. Other employee mechanisms, such as the intranet, newsletter, and email, should be reviewed and improved.

Keywords: *Employee Voice Mechanisms; Employee Absenteeism, Manufacturing Industries*

INTRODUCTION

Employee absenteeism has been extensively studied in the literature due to its adverse effects in several organisations (Ojha, 2020; Rehman, 2019; Stander, 2021). It becomes an organizational management issue, especially when employees are absent from work without prior arrangements and provide false reasons for their absence (Basariya, 2015). Indeed, if such absences become excessive, it escalates organisational costs while compromising overall performance (Chiloane, 2020). Such costs include wages paid to absent employees without the corresponding provision of services, and the hiring of temporary personnel to fulfill the responsibilities of absent employees (Kammoun & Dhifaoui, 2021; Leblond, 2019).

In Organisation for Economic Co-operation and Development (OECD) countries, for example, member states lost approximately $0.6 to $1 trillion in 2018 due to employee absenteeism (Lawrance et al., 2021). In 2019, the USA lost approximately $225.8 billion due to employee absenteeism (US Statistics, 2018; Turner, 2020). Yearly, in the Mexican manufacturing industries, the country incurs $266 million in wages alone due to employee absenteeism (Cachazo, 2018). The South African economy loses between R12 billion and R16 billion annually due to employee absenteeism in manufacturing industries (Gutsa et al., 2021).

Similarly, Ethiopian industries over the past five years have incurred costs of between R52 million and R65 million per year due to employee absenteeism, by hiring extra people as replacements, or working overtime or on shift work to cover the work (Fink et al., 2021). Certainly, in Tanzania, rising labour costs, reduced employee productivity, and poor service delivery in manufacturing businesses have also been linked to employee absenteeism (Mgonja, 2017), which entails high costs in terms of recruiting, training, and a variety of indirect costs.

To date, the literature has explored several strategies to reduce employee absenteeism (Kim & Beehr, 2020; Stander, 2021). Strategies include surveillance cameras, salary freezes, and transferring employees (Mgonja, 2017; Ruane, 2020). Other strategies include rewards programs (Duncombe, 2019), health and safety programs (Egoávil & Leguía, 2021; Nawata, 2024), and High-Performance Work Systems (HPWS), which include selective hiring and extensive training (Kwon, 2017; Shantz & Alfes, 2015; Unur & Arasli, 2022). In fact, managing employee absenteeism is the operational problem in several organisations, which, in either case, needs to be reduced as much as possible (Kocakulah et al., 2016).

Nevertheless, despite these predetermined strategies for reducing employee absenteeism, which have been widely studied in several sectors (Brown, 2020; Forte, 2017; Johnson-Tate, 2018; Ruane, 2020), other aspects, including the relationship between employee voice and employee absenteeism, require further empirical investigation (Kaufman, 2015; Morrison, 2023). This is because employee absenteeism decreases when employees exercise their voice at work (Allen, 2015; Unur & Arasli, 2022). Thus, through employee voice mechanisms such as regular workplace meetings and other online channels, dissatisfied employees may express their concerns and pressure their employer to improve working conditions, thereby reducing employee absenteeism Iloekwe, 2022). Conversely, when employee voice is ignored, employee absenteeism tends to increase (Nanjundeswaraswamy, 2016; Ojha, 2020).

Therefore, given the limited western based empirical literature that have supported the linkage between employee voice and employee absenteeism (Townsend & Wilkinson, 2020), and the fact that the majority of employee absenteeism studies have largely focused on its causes, characteristics, and effects (Duncombe, 2019; Ojha, 2020), this study determined the influence of employee voice mechanisms on employee absenteeism in Tanzanian manufacturing industries, which are characterised by vulnerable working conditions and a high employee absenteeism rate (LHRC, 2023; Mgonja, 2017; Palmer, 2018). Certainly, unlike other studies in Tanzania that have documented well about employee absenteeism incidences in the health sector, service sector and construction sectors (Besamusca & Tijdens, 2015; Council, 2018), this study has encompassed the manufacturing sector, which has a significant contribution to Tanzania's and Africa's economic growth (Andreoni, 2017).

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Exit – Voice - Loyalty, and Neglect (EVLN) theory

The study was guided by the EVLN theory, as proposed by Farrell (1983). The theory elaborates well on employees' responses when there is no employee voice at work (Sjöberg, 2017). The theory also recognizes absenteeism as neglectful behavior, which arises when employee voice is absent at work (Allen, 2015). Therefore, in this case, organisations might utilise employee voice mechanisms (direct and indirect) as a substitute for employee absenteeism (Iloekwe, 2022). Therefore, in line with the theory mentioned above, the primary theoretical assertion of this research is that when the voice is exercised through direct and indirect mechanisms within the organisation, employee absenteeism is reduced; conversely, when the voice is absent, employee absenteeism tends to rise.

Employee Voice Mechanisms and Employee Absenteeism

According to Wilkinson et al. (2020), employee voice encompasses all the mechanisms an organisation uses to gather and address employee issues to accomplish organisational objectives. These mechanisms include direct mechanisms such as workplace meetings, an open-door policy, newsletters, notice boards, email use, and suggestion schemes (Dobbins & Dundon, 2020), and indirect mechanisms such as collective bargaining and work councils (Laroche, 2021). According to the literature (i.e., Iloekwe, 2022; Muhammed & Soumyaja, 2019; Sjöberg, 2017), all these mechanisms have a significant impact on employee absenteeism. However, according to Okpu et al. (2018), the effects of these mechanisms depend on the mechanism through which voice is expressed. Specifically, this is the case when employee voice mechanisms are not quantified as a single composite construct (Della Torre et al., 2021) but measured independently (Okpu et al., 2018).

Notably, employees utilise these mechanisms to voice their opinions to their employer, which motivates them to be dedicated to their work (Amponsah-tawiah, 2020). Otherwise, if employee voice is absent, workers may experience anger and anxiety, which could result in counterproductive behaviours such as absenteeism (Laroche, 2020; Srivastava et al., 2019). Specifically, Sjöberg (2017) found that indirect voice mechanisms reduce absenteeism in several organisations. Since they are mechanisms that enable management and workers collectively to address organisational problems (Addison & Teixeira, 2019). However, direct voice mechanisms are increasingly widely employed in many organizations (Emelifeonwu & Valk, 2019) as a result of the drop in global union membership (Kwon & Farndale, 2020; Nechanska et al., 2022). Therefore, collective voice mechanisms through unions become obsolete, and direct voice mechanisms dominate in various organisations (Begum, 2017).

Therefore, based on the arguments mentioned above, the current study takes into account various direct and indirect voice mechanisms to tests the following hypotheses; H1: collective bargaining has a negative influence on employee absenteeism, H2: departmental meeting has a negative influence on employee absenteeism, H3: general meeting has a negative influence on employee absenteeism, H4: joint consultative committee meeting has a negative on influence employee absenteeism, H5: noticeboards has a negative influence on employee absenteeism, H6: suggestion box has a negative influence on employee absenteeism, H7: a formal survey has a negative influence on employee absenteeism, H8: a regular newsletter has a negative influence on employee absenteeism, H9: regular use of email has a negative influence employee absenteeism, H10: intranet-shared has a negative

influence on employee absenteeism, H11: organisational policy has a negative influence on employee absenteeism.

Conceptual Framework

Figure 1 illustrates the linkage between predictor variables (employee voice mechanisms) and outcome variable (employee absenteeism) in Tanzanian manufacturing industries.

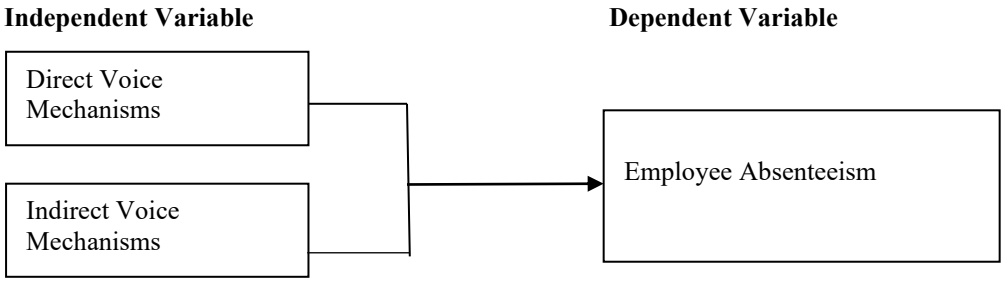

Figure 1: *Research Framework*

METHODOLOGY

Research Design and Study Area

The research utilised a cross-sectional research design to examine the influence of employee voice mechanisms on employee absenteeism. The survey occurred between August 2022 and April 2023 in the Dar es Salaam region, which ranks first among Tanzania's top manufacturing hubs (29.4% of its manufacturing industries), followed by Manyara (12.6%), Arusha (6.7%), Kagera (5.8%), Mbeya (5.4%) and Mwanza (4.2%) (Andreoni, 2017). The target population was 629 manufacturing industries obtained from BRELA in 2021/2022. Simple random sampling was employed to select 245 industries using a sampling fraction of 245/629 = 0.3895 (see Table 1). The sample size was calculated through Yamane's formula (Yamane, 1967, cited by Israe, 2013):

$n = N / [1 + N(e^2)]$ ..... *(1)*

Where: N = population size, n = sample size, e = 0.05

$n = 629 / [1 + 629(0.05)^2] = 245$

Table 1:
Sampling Distribution

Manufactured Products	Industries per products	Sampling Fraction	Sub - Sample
1. Food products	68	0.3895	26
2. Beverage's products	37	0.3895	14
3. Tobacco products	4	0.3895	2
4. Machinery and transport equipment	49	0.3895	19
5. Wood products	29	0.3895	11
6. Textile products	27	0.3895	11
7. Leather products	18	0.3895	7
8. Basic metal and fabricated products	53	0.3895	20
9. Optical and electronic products	27	0.3895	11
10. Printings and paper products	27	0.3895	11
11. Refined petroleum products and Gas	6	0.3895	3
12. Chemical products, soap, and detergents	48	0.3895	18
13. Pharmaceutical, botanical, and medicinal	14	0.3895	5
14. Plastics and rubber products	148	0.3895	58
15. Non-metallic mineral products	74	0.3895	29
Total	**629**		**245**

Data Collection Methods

Survey questionnaires were employed to collect data from human resource managers in the selected manufacturing industries. Human resource managers were chosen because they are more informed and responsible for employee voice practices (Della Torre et al., 2021). Mixed-mode survey designs (paper mail, online, and telephone) were used to minimise coverage and non-response errors (Sakshaug et al., 2017). The study distributed 245 questionnaires and collected 126 (response rate of 51.4%). The percentage of respondents based on category of industries were food products (10.3%), beverages products (7.9%), textiles products (3.2%), machinery and equipment (2.4%), woods products (6.3%), fabricated metal (6.3%), computer, electronic and optical products (4.8%), printing and reproduction of recorded media (6.3%), chemicals, cosmetics, fibres, soap and detergents (3.2%), rubber and plastic products (18.3%), basic metal and non-metallic materials (10.3%), and other materials (20.6%).

Measurement of Study Variables

Employee voice was measured using items adapted from Wanrooy et al. (2011) and Holland et al. (2017), operationalised to capture the presence of collective bargaining, departmental meetings, general meetings, regular newsletter, joint consultative committee meetings, notice board, email, suggestion box, formal survey, organisational policy, and intranet-shared information (coded 1 = present, 0 = absent). Employee absenteeism was estimated as the average number of days employees were absent from work

per year in the organisation, as in Nguyen et al. (2016) and Tregaskis (2015). It can be proxied by the number of days employees take unauthorised leave, excluding authorised leave of absence, employees away on secondment or courses, or days lost through industrial action, over the last 12 months (Tüselmann *et al.*, 2007, cited by Allen, 2015). In this context, employee absenteeism, as the term suggests, is simply employees not showing up for their scheduled work (Nanjundeswaraswamy, 2016).

Table 2:
Variable Description

Variable	Description	Measures
Dependent Variable		
Absenteeism_DaysYear	The average number of days employees were absent from work per year	Count
Independent Variable Variables		*Dummy*
CBA_Availability	Presence of collective bargaining meetings	0 = No 1 = yes
Dmeetings_Availability	Presence of departmental meetings	0 = No 1 = yes
Gmeetings_Availability	Presence of general meetings	0 = No 1 = yes
Newsletters	Presence of newsletters	0 = No 1 = yes
Committee _Availability	Presence of joint consultative committee meetings	0 = No 1 = yes
Notice _Boards	Presence of a noticeboard	0 = No 1 = yes
Emails	Use of email at the establishment	0 = No 1 = yes
Suggestion_Box	Suggestion boxes availability	0 = No 1 = yes
Formal_Survey	Employee surveys availability	0 = No 1 = yes
Organisation_Policy	Organisational policy availability	0 = No 1 = yes
Intranet	Presence of intranet meetings at the establishment	0 = No 1 = yes

Data Analysis

Descriptive statistics and the Poisson Regression Model (PRM) aided data analysis. A PRM was employed because employee absenteeism was measured as count data (Zeeshan et al., 2024), assuming the possible Y values are non-negative integers, such as 0, 1, or 3 (Muhihi & Pascal, 2020). The model is estimated as:

$$\mu = t\, exp\, \beta 0(\beta 1X1 + \beta 2X2 + \cdots + \beta kXk) \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots (2)$$

μ = the expected count of the dependent variable during a specified exposure, t, t = exposure, β_0 are the intercept, β_1 to βk are the coefficients for the predictor variable X_1 to X_K.

RESULTS AND DISCUSSION

Table 3 presents the mean score for employee absenteeism across the employee voice mechanisms utilised in the manufacturing industries.

Industries utilising collective bargaining (CB), newsletters (NL), joint consultative committee meetings (JCCM), email (EU), suggestion box (SB), formal survey (FS), and intranet shared information (ISI) had lower employee absenteeism level (below mean score of 4 days), compared to industries that utilised departmental meetings (DM), general meetings (GM), notice boards (NB), and organisation policy (OP) which had a higher employee absenteeism averaging 4 days similar to the overall manufacturing industries employee absenteeism mean score of 4 days. The findings also show that, on average, industries implementing employee voice mechanisms experienced lower employee absenteeism rates compared to those that did not. This suggests that some manufacturing industries have higher or lower employee absenteeism rates than the average, depending on the type of employee voice mechanism employed.

Table 3:
Descriptive Statistics (n =126)

	Industries With EVM			Industries Without EVM		
EVM	**N**	**(%)**	**Mean (Days)**	**N**	**(%)**	**Mean (Days)**
Collective Bargaining	38	30.2	3.08	88	69.8	5.00
Departmental Meetings	126	100	4.42	-	-	-
General Meetings	102	81	4.20	24	19	5.37
Newsletters	2	1.6	1.00	124	98.4	4.48
Joint Consultative Committee Meetings	74	58.7	3.16	52	41.3	6.21
Notice Boards	126	100	4.42	-	-	-
Email	2	1.6	2.00	124	98.4	4.46
Suggestion Box	75	59.5	3.13	51	40.5	6.31
Formal Survey	49	38.9	3.02	77	61.1	5.31
Organisation Policy	126	100	4.42	-	-	-
Intranet Shared Information	1	0.8	1.00	125	99.2	4.45

Note (s): *N is the number of manufacturing industries, EVM = Employee Voice Mechanisms, and mean = Average number of days employees were absent from work per year*

Table 4 presents the Poisson Regression Model (PRM) results on the influence of employee voice mechanisms on employee absenteeism based on a sample of 126 manufacturing industries. Results show a Chi-square of 159.877 and p = 0.000, implying the model fits the data well. To reduce the risk of multicollinearity, all employee voice mechanisms were mean-centered, and the variance inflation factors (VIFs) were estimated. All VIF values ranged from 1.38 to 1.72, with a mean VIF of 1.53, suggesting no multicollinearity. Certainly, the model dropped departmental meetings,

noticeboards, and organisational policy variables due to perfect collinearity with the intercept.

Furthermore, the results indicated that collective bargaining had a negative influence on employee absenteeism (coefficient = -0.376, p = 0.05; IRR = 0.687). Therefore, supporting H1. This indicates that collective bargaining lowers employee absenteeism by 31.3%. This finding is consistent with Sjober's (2017) findings, who noted that collective bargaining reduces employee absenteeism. This is because the mechanism through a trade union allows employees to express their discomfort to their employer, thereby solving the issue before engaging in absenteeism behaviours. However, the result contradicts the contemporary view that collective bargaining is an obsolete strategy for dealing with employee absenteeism compared to non-union voice (Iloekwe, 2022).

Likewise, the general meeting had a most substantial negative influence on employee absenteeism (coefficient = -0.600, p = 0.000, IRR = 0.549), supporting H3. Thus, the presence of a general meeting reduces employee absenteeism by 45.1%. This indicates that general meetings have a negative predictive value for employee absenteeism in the manufacturing industries. Thus, through meetings, workers can have sufficient freedom to raise their issues and concerns with management, which are then addressed, thereby reducing employee absenteeism. However, general meetings can be time-consuming and may lead to unnecessary disagreements among organisational members (Dundon & Wilkinson, 2018), which can sometimes result in employee absenteeism.

Additionally, joint consultative committee meetings (coefficient = -0.493, p < 0.05, IRR = 0.611). had a negative influence on employee absenteeism, resulting in a 38.9% reduction. Therefore, the hypothesis that joint consultative committee meetings negatively influence employee absenteeism is supported. This suggests that joint consultative meetings in the manufacturing industries reduce employee absenteeism. The results align with the study by Muhammed & Soumyaja (2019), which found that joint consultative meetings reduce employee absenteeism. This is because, through consultative voice, employees can make operational decisions and feel engaged to work (Azevedo et al., 2021). This result, however, contradicts the observation that joint consultative meetings do not influence employee absenteeism in several sectors (Allen, 2015).

Results in Table 4 also revealed that suggestion boxes had a negative influence on employee absenteeism (β = -0.445, P = 0.05; IRR = 0.641),

supporting H6. Thus, the presence of a suggestion box reduces employee absenteeism by 35.9%. This result implies that the suggestion box in the manufacturing industries reduces employee absenteeism. This is because the voice mechanism is frequently depicted in business literature as a 'win-win' tool for employees and management to increase productivity, engage workers, and promote better communication at work (Collins & Sendziuk, 2025). However, according to Wilkinson et al. (2020), this cannot be achieved when procedures are unclear, excessive paperwork is used, and feedback is unclear.

Formal surveys revealed an important influence on employee absenteeism (coefficient = -0.466, $p < 0.05$; IRR = 0.628), implying an approximate 37.2% reduction in expected absenteeism days. The data therefore support hypothesis 7. The result implies that formal surveys reduce employee absenteeism in the manufacturing industries. This is because a formal survey enables employees to express their problems directly to their managers, which is eventually reflected in reduced exit behaviours such as absenteeism (Iloekwe, 2022; Szołkiewicz & Kowalska, 2024).

Contrarywise, newsletter (coefficient = -0.954, $p > 0.05$; IRR = 0.385), use of email (coefficient = -0.754, $p > 0.05$; IRR = 0.470) and intranet-shared information (coefficient = -0.694, $p > 0.05$; IRR = 0.500) were also associated with lower absenteeism with 61.5%, 53% and 50% consecutively, but failed to reach significance ($p < 0.05$). Therefore, H8, H9, and H10 were not supported. In particular, the insignificant results for email and intranet-shared information may be linked to the low level of skill among employees in manufacturing industries, who may not be able to use electronic communication mechanisms. And wherever important information is shared, unskilled employees might not be able to access their email accounts (Iloekwe, 2022). However, these results differ from the current literature, which reveals that electronic mechanisms such as email use and intranet-shared information are now predominantly used by both employers and employees to address workplace problems (Akarika & Effiong Umoren, 2021).

Table 4:
Influence of Employee Voice Mechanisms on Workplace Absenteeism (Poisson Regression Model)

Variables	Coefficient	Std. errs.	z	P>z	[95% conf.	interval]	VIF
Collective bargaining	-0.376	0.135	-2.780	0.005**	-0.641	-0.111	1.42
General Meeting	-0.600	0.111	-5.420	0.000**	-0.817	-0.383	1.61
Joint consultative committee meeting	-0.493	0.093	-5.320	0.000**	-0.675	-0.312	1.53
Suggestion box	-0.445	0.114	-3.910	0.000**	-0.668	-0.222	1.47
Formal survey	-0.466	0.097	-4.810	0.000**	-0.656	-0.276	1.38
Newsletters	-0.954	0.714	-1.340	0.181	-2.354	0.446	1.49
Emails	-0.754	0.513	-1.470	0.142	-1.761	0.252	1.72
Intranet	-0.694	1.007	-0.690	0.491	-2.669	1.280	1.66
constant	2.699	0.120	22.550	0.000	2.464	2.933	

Note (s): *** Significant at 5%, number of observations = 126, Pseudo r-squared = 0.277, Chi-square 159.877 with Prob > chi2 of 0.000. AIC = 435.081, and BIC = 460.608.*

CONCLUSION AND RECOMMENDATION

This study examined the influence of employee voice mechanisms on employee absenteeism in manufacturing industries in Dar es Salaam, Tanzania. The study confirms that lower employee absenteeism rates occur when multiple employee voice mechanisms are implemented. Furthermore, the study confirms that employee voice mechanisms such as formal surveys, suggestion boxes, joint consultative committee meetings, collective bargaining, and general meetings have a negative and significant influence on employee absenteeism. Nevertheless, employee voice mechanisms, including newsletters, intranet-shared information, and email, did not influence employee absenteeism. Therefore, this study recommends that manufacturing industries should implement collective bargaining, general meetings, joint consultative meetings, suggestion boxes, and formal surveys to reduce employee absenteeism, while reviewing and improving the use of organisational newsletters, intranet-shared information, and email. Legally, the government of Tanzania should enforce the implementation of both direct (non-unionised) and indirect (unionised) employee voice mechanisms in the manufacturing industries to promote workplace presenteeism.

Nevertheless, this study has several limitations and offers areas for future research in employee voice. A larger sample size could be used in future research to validate the present findings, which employed a small sample size and enable generalisation of the results to the Tanzanian context. This study

employed a field survey; future studies could replicate it using a qualitative approach, such as in-depth interviews and focus group discussions. Lastly, future studies could utilise a longitudinal or quasi-experimental design, collecting multiple observations over several time periods, to establish a causal link between employee voice mechanisms and employee absenteeism. This approach would be comparative rather than cross-sectional, unlike this study.

IMPLICATIONS OF THE STUDY

This study adds to the literature on the relationship between employee voice mechanisms and employee absenteeism in the manufacturing industries. The study found that employee voice mechanisms, including collective bargaining (indirect voice mechanism) and general meetings, joint consultative meetings, suggestion boxes, and formal surveys (direct voice mechanisms), significantly reduce employee absenteeism. Thus, the result supports the EVLN theory, which proposes that employee voice, once exercised, reduces employee absenteeism. Importantly, this study underscores the need to incorporate a range of voice mechanisms, measured separately in relation to organisational outcomes (Bashshur & Oc, 2015; Okpu et al., 2018). A different approach compared to the extant literature (i.e., Della Torre et al., 2021), which has measured employee voice as a single composite construct or two broader direct and indirect mechanisms, each measured as an index. Lastly, unlike other studies in Tanzania that have documented well about employee absenteeism incidences in the health sector, service sector and construction sectors (Besamusca & Tijdens, 2015; Council, 2018), this study has encompassed the manufacturing sector, which has a significant contribution to Tanzania's and Africa's economic growth (Andreoni, 2017). In practice, managers and trade unions in Tanzania's manufacturing industries can utilise the study's findings to create a working environment that promotes employee voice through general meetings, joint consultative meetings, suggestion boxes, formal surveys, and workplace collective bargaining, thereby reducing employee absenteeism. This, in turn, reduces labour costs while improving organisational performance. Furthermore, the findings reveal the need to revise and improve the use of organisational newsletters, intranet-shared information, and email to improve workplace presenteeism in the manufacturing industries.

REFERENCES

Addison, J. T., & Teixeira, P. (2019). Strikes, employee workplace representation, unionism, and industrial relations quality in European establishments. *Journal of Economic Behavior and Organization*, *159*(January), 109–133. https://doi.org/10.1016/j.jebo.2019.01.006

Akarika, D. C., & Effiong Umoren, P. (2021). *International Journal of Social Sciences and Management Review Employee Communication Practice and Communication Climate of Tertiary Institutions in Nigeria*. https://doi.org/10.37602/IJSSMR.2021.4510

Allen, M. L. (2015). *Employee voice, equal opportunities and workplace outcomes: an analysis of UK workplaces*. http://e-space.mmu.ac.uk/id/eprint/617411

Amponsah-tawiah, K. (2020). *Safety climate and employees' voluntary work behaviours: the moderating role of employees' voice*. *13*(5), 561–581. https://doi.org/10.1108/IJWHM-05-2019-0078

Andreoni, A. (2017). Mapping industrial production in Tanzania: A disaggregated analysis based on the 2013 mainland census. In *Inclusive and Sustainable Industrial Development*. https://eprints.soas.ac.uk/25112/1/2017-Andreoni-UNIDO-WP.pdf

Azevedo, M. C. De, Schlosser, F., & Mcphee, D. (2021). *Building organizational innovation through HRM, employee voice and engagement*. *50*(2), 751–769. https://doi.org/10.1108/PR-12-2019-0687

Basariya, S. R. (2015). *Employee Absenteesim in Indian Industries*. *4*(10), 141–156.

Begum, S. (2017). *Employee Voice: A Multidimensional Scale Construction and Validation*.

Besamusca, J., & Tijdens, K. (2015). Comparing CB agreements for developing countries. *International Journal of Manpower*, *36*(1), 86–102. https://doi.org/10.1108/IJM-12-20140262

Brown, B. A. (2020). *Evaluating Expert Opinions for Reducing Voluntary Employee Absenteeism in Trinidad and Tobago*.

Cachazo, A. (2018). *Strategies to Reduce Maquiladora Employee Absenteeism in Mexico*.

Chiloane, N. M. (2020). *The Assessment of Absenteeism on a Platinum Mine*.

Collins, C., & Sendziuk, P. (2025). The power of suggestion: engagement, industriousness and General Motors–Holden's suggestion plan. *History Australia*, *22*(2). https://doi.org/10.1080/14490854.2025.2494744

Council, L. (2018). *Labour Market Profile 2018 Tanzania and Zanzibar*. LO/FTF Council.

Della Torre, E., Gritti, A., & Salimi, M. (2021a). Direct and Indirect Employee Voice and Firm Innovation in Small and Medium Firms. *British Journal of Management*, *32*(3), 760–778. https://doi.org/10.1111/1467-8551.12504

Della Torre, E., Gritti, A., & Salimi, M. (2021b). Direct and Indirect Employee Voice and Firm Innovation in Small and Medium Firms. *British Journal of Management*, *32*(3), 760–778. https://doi.org/10.1111/1467-8551.12504

Dobbins, T., & Dundon, T. (2020). Non-union employee representation. In *Handbook of Research on Employee Voice* (pp. 342–360). https://doi.org/10.4337/9780857939272.0003

Duncombe, D. C. (2019). Factors influencing voluntary absenteeism among healthcare workers in the Bahamas. *Nursing Economics*, *37*(2), 92–109.

Dundon, T., & Wilkinson, A. (2018). HRM in small and medium-sized enterprises (SMEs). In *Human resource management: A critical approach* (p. 194).

Egoávil, C. S., & Leguía, H. A. B. (2021). *Occupational disease and absenteeism in the workers in one Hospital in Lima -Perú Occupational Disease and Absenteeism in Workers of a Hospital from Lima - Peru*. *21*(2). https://doi.org/10.25176/RFMH.v21i2.3657

Emelifeonwu, J. C., & Valk, R. (2019). Employee voice and silence in multinational corporations in the mobile telecommunications industry in Nigeria. *Employee Relations*, *41*(1), 228–252. https://doi.org/10.1108/ER-04-2017-0073

Farrell, D. (1983). Exit, Voice, Loyalty, and Neglect as Responses to Job Dissatisfaction: A Multidimensional Scaling Study. *Academy of Management Journal*, *26*(4), 596–607. https://doi.org/10.5465/255909

Fink, M., Gronemeyer, R., & Rössner, H. (2021). *Labour Turnover and Absenteeism in the Textile Industry: Causes and Possible Solutions Literature Review with a Focus on Ethiopia*.

Forte, A. N. (2017). *Strategies for reducing employee absenteeism for a sustainable future: A Bermuda perspective*.

Gutsa, L., & Luke, R. J. (2021). An assessment of factors affecting absenteeism: case study of a major South African manufacturer. *African Journal of Employee Relations*, 45, 28 pages.

Holland, P., Cooper, B., & Sheehan, C. (2017). Employee voice, supervisor support, and engagement: The mediating role of trust. *Human Resource Management*, *56*(6), 915–929.

Iloekwe, U. (2022). *Factors influencing the quality of direct employee voice mechanisms in small and medium enterprises: a case study of Nigeria*.

Israel, G. D. (2013). *Determining Sample Size*. Institute of Food and Agricultural Sciences (IFAS), University of Florida.

Johnson-Tate, D. R. (2018). *Effective strategies used by restaurant managers to reduce employee absenteeism*.

Kammoun, N., & Dhifaoui, B. (2021). Working conditions and employee absenteeism: A study on a sample of Tunisian Agro-food workers. *International Journal of Science and Research (IJSR)*, *10*(2), 778–787.

Kaufman, B. E. (2015). Theorising determinants of employee voice: An integrative model across disciplines and levels of analysis. *Human*

Resource Management Journal, *25*(1), 19–40. https://doi.org/10.1111/1748-8583.12056

Kim, M., & Beehr, T. A. (2020). Empowering leadership: leading people to be present through affective organisational commitment? *The International Journal of Human Resource Management*, *31*(16), 2017–2044.

Kocakulah, M. C., Kelley, A. G., Mitchell, K. M., & Ruggieri, M. P. (2016). Absenteeism problems and costs: causes, effects and cures. *The International Business and Economics Research Journal (Online)*, *15*(3), 89.

Kwon, B. (2017). *Analysis of the mechanisms linking employee voice practices to employee voice perceptions*.

Kwon, B., & Farndale, E. (2020). Human Resource Management Review Employee voice viewed through a cross-cultural lens. *Human Resource Management Review*, *30*(1), 100653. https://doi.org/10.1016/j.hrmr.2018.06.002

Laroche, P. (2021). Unions, Collective Bargaining, and Firm Performance. In *Handbook of Labor, Human Resources and Population Economics* (pp. 1–27). https://doi.org/10.1007/978-3-319-57365-6_204-1

Lawrance, N., Petrides, G., & Guerry, M. A. (2021). Predicting employee absenteeism for cost effective interventions. *Decision Support Systems*, *147*, 113539.

Leblond, N. (2019). *Your office is losing 100's of days a year to absenteeism: what can you do about it?* Initial. https://blog.initial.co.za/blog/your-office-is-losing-100s-of-days-a-year-to-absenteeism-what-can-you-do-about-it.

LHRC. (2023). Human Rights and Business Report - 2023. LHRC.

Mgonja, M. G. (2017). *Responding to Workplace Absenteeism in Tanzania: The case study of Public and Private Schools in Ilala Municipality and Mkuranga District*. *5*(1), 88–109. https://doi.org/10.17583/ijelm.2017.2341

Morrison, E. W. (2023). Employee voice and silence: Taking stock a decade later. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*, 79–107.

Muhammed, S., & Soumyaja, D. (2019). Employee Voice and its Relation to the Morale of Employees in the IT Sector in South India. *Ushus Journal of Business Management*, *18*(2), 55–64.

Muhihi, B., & Pascal, L. L. (2020). Electricity for Information and Communication Technology Adoption in Rural Areas, Tanzania. *Rural Electricity for Consumer's-Economic Improvement in Kasulu and Uyui Districts, Tanzania*, 110.

Nanjundeswaraswamy, T. S. (2016). *Management Science Letters*. *6*, 275–284. https://doi.org/10.5267/j.msl.2016.2.002

Nawata, K. (2024). *Evaluation of physical and mental health conditions related to employees' absenteeism*. (January), 1–13. https://doi.org/10.3389/fpubh.2023.1326334

Nechanska, E., Hughes, E., & Dundon, T. (2022). *Towards an integration of employee voice and silence Towards an integration of employee voice and silence Eva Nechanska, Emma Hughes and Tony Dundon.* (2020).

Nguyen, H., Groth, M., & Johnson, A. (2016). When the Going Gets Tough, the Tough Keep Working: Impact of Emotional Labor on Absenteeism. *Journal of Management*, *42*(3), 615–643. https://doi.org/10.1177/0149206313490026.

Ojha, B. R. (2020). Factors affecting employee absenteeism in Nepalese commercial banks. *Management Dynamics*, *23*(1), 105–124.

Palmer, E. (2018). The heavy cost of care: systemic challenges in Norwegian work absenteeism. *Social Sciences*, *7*(6), 94.

Rehman, H. (2019). Antecedents to Employee Absenteeism and Its Impact on Sustainability of Leather Footwear Industry in Tamil Nadu. *ISBR Management Journal*, *4*(2).

Ruane, K. (2020). *Management Strategies Used by Construction Managers to Reduce Employee Absenteeism*.

Sakshaug, J. W., Hülle, S., Schmucker, A., & Liebig, S. (2017). Exploring the effects of interviewer-and self-administered survey modes on record linkage consent rates and bias. *Survey Research Methods*, *11*(2), 171–188. https://doi.org/10.18148/srm/2017.v11i2.7158

Shantz, A., & Alfes, K. (2015). Work engagement and voluntary absence: The moderating role of job resources. *European Journal of Work and Organizational Psychology*, *24*, 530–543. https://doi.org/10.1080/1359432X.2014.936392

Sjöberg, O. (2017). Employee collective voice and short-term sickness absence in Europe. *European Journal of Industrial Relations*, *23*(2), 151–168. https://doi.org/10.1177/0959680116680674

Srivastava, S., Jain, A. K., & Sullivan, S. (2019). Employee silence and burnout in India: the mediating role of emotional intelligence. *Personnel Review*, *48*(4), 1045–1060. https://doi.org/10.1108/PR-03-2018-0104

Stander, B. V. D. W. (2021). *A quantitative trend investigation of absenteeism within a selected chemical operational unit*.

Statistics, B. of L. (2018). *Absences from work of employed full-time wage and salary workers by occupation and industry*. https://www.bls.gov/cps/cpsaat47.htm

Townsend, K., & Wilkinson, A. (2020). *Tracking employee voice: developing the concept of voice pathways*. (June), 1–22. https://doi.org/10.1111/1744-7941.12271

Tregaskis, O. (2015). *Appendix 1 – International Survey Methodology: Experiences from the Cranfield Network*. (May).

Turner, J. G. (2020). *Strategies to reduce absenteeism in the public sector workplace*.

Unur, M., & Arasli, F. (2022). The link between high performance work systems, job security, absenteeism and authentic leadership: a moderated mediation model. *Not Specified*.

Wanrooy, B. van, Bewley, H., Bryson, A., Forth, J., Freeth, S., Stokes, L., & Wood, S. (2011). The 2011 Workplace Employment Relations Study. *The 2011 Workplace Employment Relations Study*, 1–48. www.pelgrave.com

Wilkinson, A., Dundon, T., Donaghey, J., & Freeman, R. B. (2020). Employee voice: bridging new terrains and disciplinary boundaries. In *Handbook of research on employee voice* (pp. 2–18).

Zeeshan, M., Khan, A., Amanullah, M., Bakr, M. E., Alshangiti, A. M., Balogun, O. S., & Yusuf, M. (2024). A new modified biased estimator for Zero inflated Poisson regression model. *Heliyon*, *10*(3).